A STUDY ON PERCEIVED ORGANIZATIONAL SUPPORT FOR PUBLIC TRANSPORT EMPLOYEES

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Abstract: Perceived organizational support (POS) represents the degree to which employees believe that their organization values their contributions and cares for their wellbeing (Eisenberger et al., 1986). It stems from organizational support theory (Blau, 1964), which posits that both parties in the employment relationship engage in various mutual exchanges that give rise to felt obligations. Such exchanges may take the form of rewards or other forms of recognition offered by the organization in return for high levels of employee commitment or performance. These exchanges give rise to performance-reward expectations, which when fulfilled in future exchanges improve the quality of the employment relationship. Various forms of support have been identified including participation in decision making, training and promotion opportunities, and job security. Supervisors are regarded as key agents in delivering the organization's side of the exchange, and offer various forms of discretionary support including mentoring and growth opportunities. POS has been positively associated with outcomes including organizational commitment, job satisfaction, and performance, and negatively associated with outcomes such as absenteeism and turnover intentions. Future research directions include longitudinal assessments of POS, broader exchange relationships (e.g., between coworkers and teams), and potentially negative influences on POS (e.g. work intensification).

Keywords: Perceived organizational support, commitment , job satisfaction

INTRODUCTION

Research on perceived organizational support shows that as organization concerns about the commitment of employees to them, same way employees are also concerned with the commitment of organization to them. Employees need to be highly valued, as organization is the main source of their tangible benefits, such as medical benefits and salary, and social benefits, such as, admiration and caring. An indication by the organization to be rewarded for increasing effort provides essence of commitment which sticks the employees to the organization. Employees need to be valued and are more concerned with the commitment of organization to them, being valued by the organization yield such benefits like pay, promotion, respect, other forms of aids, and access to information by which they can carry their jobs better. Reciprocity norm applied by both employee and employer in their relationship lead them with beneficial results. When people are treated well, the reciprocity norm obligates encouraging fulfilling once action in return (Gouldner, 1960). perceived organizational support is directly linked with three categories of favorable treatment received by employees, such as, organizational rewards and favorable job conditions, fairness and supervisor support, in return favorable outcomes are achieved such as job satisfaction and organizational commitment. All these relations support organizational support theory (Rhoades and Eisenberger, 2002). Perceived organizational support concept is getting admired day by day in the management sphere of modern business world especially in the service sector. Organizational support, organizational commitment and satisfaction are strongly connected with motivation and performance. There are different types of assets that collectively make an organization work and make it successful out of which human resource is the most valuable asset and makeup the workforce of the organization. So in today's business world firm's competitiveness is based on the competence on its human resource. Most of all organizational support is very important for the development of the employees. If employees are valued and rewarded in the organization they will be more relaxed and satisfied and will consider themselves emotionally committed towards their organization. Moreover, organizational commitment is identified as a factor which supports the attachment of an employee with the organization (Mowday, 1998).

While the formal concept of perceived organizational support was not introduced and quantified until the 1980s, the idea of organizational support has been present in the management literature for nearly seventy years (Zagenczyk, 2001). Perceived organizational support is given different words by different researchers and attempts have been made to simplify and explain the concept. Eisenberger et al. (1986) defines "perceived organizational support" as "an employee's perception that the organization values his or her contribution and cares about the employee's wellbeing" (Ahmed, et al. 2011). Erdogan and Enders (2007) says "Perceived organizational support refers to the degree to which an individual believes that the organization cares about him/her, values his/her input and provides his/her with help and support". Perceived organizational support is directly linked with three categories of favorable treatment received by employees, such as, organizational rewards and favorable job conditions, fairness and supervisor support, in return favorable outcomes are achieved such as job satisfaction and organizational commitment. All these relations support organizational support theory (Rhoades and Eisenberger, 2002).

Therefore, organizational support is studied as something that is perceived by an employee. This is a perception or judgment of how much support an employee feels or thinks an organization provides to him or her. In other words, perceived organizational support focuses on the organization's commitment to the employee. This construct is distinct from organizational politics and procedural and distributive justice (Andrews & Kacmar, 2001).

BRIEF PROFILE OF ORGANIZATION

Tamil Nadu State Transport Corporation (TNSTC) Madurai Ltd., is a public road transport corporation which has public road transport service coverage all over Tamil Nadu specially to remote villages in south Tamil Nadu. It was in the name of Pandian Roadways Corporation,

which was amalgamated as TNSTC in January 6th 2004. It consists of three regions – TNSTC Madurai region, TNSTC-Dindigul region, TNSTC-Virudunagar region.

The research study was conducted in TNSTC Dindigul region, which was in the name of RaniMangammal Transport Corporation situated in Dindigul, Tamil Nadu that was amalgamated to TNSTC Madurai Ltd., in January 6th 2004. It has road transport service coverage all over Tamil Nadu. It has around 1000 fleet strength and around 5328 employees work force. It is one of the biggest road transport service providers in Tamil Nadu. It has two divisions as Dindigul division and Theni division.Dindigul division has nine branches (bus depots) and Theni division has seven branches. It is the only transport corporation having transport service to the remote villages situated in valleys and in hill stations of southern Tamil Nadu specially Kumuli hills, Moonar hills, Sabari malai Pambai, Kodaikanal hills, Palani hills,Valparai and etc.,

RESEARCH DESIGN

The descriptive research study with pragmatic approach includes the process of finding out the employee empowerment of public transport employee survey using questionnaire includes statements with Likert measurement scale, observation and personal interview with the sample size 100 using stratified random sampling as Drivers 50 and Conductors 50 of road transport employees working in Tamil Nadu State Transport Corporation Madurai ltd. Research tools for SPSS using this study regression analysis.

OBJECTIVES:

➢ To study the management related challenges which influence on their opinion towards on their perceived organizational support.

ANALYSIS AND INTERPRETATION:

Table 1: Showing the influencing factors Public Transport employees of perceived organizational support

R	R Square	Adjusted R Square	F	P
.830	.689	.686	225.774	.000**

COEFFICIENT

Model	Management related Challenges	Un standardized Coefficients		Standardized Coefficients	t	p
		B	Std Error	Beta		
	(Constant)	-2.232	.334		-6.693	.000**
1	Satisfaction with Coworkers	.208	.091	.078	2.282	.023
2	Satisfaction with Supervisor	.821	.052	.581	15.909	.000**
3	Supportive management	.279	.034	.329	8.233	.000**
4	Top management	.146	.052	.091	2.798	.005*

Source: Primary Data   * Significance at 5% level   ** Significance at 1% level

Dependent Variable: Perceived Organizational Support

The Linear regression analysis has been carried a sample of 100 and data considering Tamil Nadu state transport employee empowerment as a dependent variable and the remaining four variables regarding influencing factors of transport management development challenge such as Satisfaction with Coworkers, Satisfaction with Supervisor, Supportive management, Top management.

The F value obtained for the analysis is 225.774 which is significant at 1 percent level. Hence the assumed regression model may be considered as a good fit. The value of R^2 is 0.689 and implies that 68% of management development challenges of perceived organization support influenced by the above four variables.

H_0: There is no influence of management related challenges on perceived organizational support in TNSTC

H_A: There is an influence of management related challenges on perceived organizational support in TNSTC

Considering the significant individual regression coefficients, it is seen that variables to satisfaction with co-workers shows that(Beta – 0.078, t – 2.282 , P – 0.023), satisfaction with supervisor shows that (Beta – 0.581 , t- 15.909, P – 0.000), supportive management shows that (Beta – 0.329, t – 8.233, P – 0.000) and top management shows that (Beta -0.091, t - 2.798, P – 0.005) It is seen that the five variables influenced at 1% level and perceived organizational support.

The analysis found that employee Satisfaction with Coworkers, Satisfaction with Supervisor, Supportive management, Top management activities are having impact on perceived organizational support towards Transport employees.

FINDINGS:

The research questions have been answered and the objectives have been achieved. The research revealed important findings regarding Perceived Organizational Support and organizational commitment. Findings and influence of Perceived Organizational Support on the organizational commitment proved to be valid and significant in the study. It showed that Organizational Support was perceived to be the medium to enhance organizational commitment as they have Negative and significant relation between them. To promote Organizational

Commitment transport employee identified different conditions and behaviors, like reasonable supportive of management, unbiased workload and adequate autonomy contribute to the commitment of employees towards is transport corporations.

SUGGESTIONS:

The transport employees have a good relationship with subordinates and their mutual understanding among their work environment. Transport employees satisfaction is also regarding with co-workers.

The transport corporation depo supervisor is mostly change their work environment. Supervisor is making a good relation with the transport employees. Supervisor gives the instruction and work allotment and maintaining the absence record, supervising of shift worker and identifying employee performance.

Management level of transport corporation give the monitory benefits and non-monitory benefits to the transport employee's, like hospitality, stress remove programmes, tourist place may give to the employee after that their high level of contribute to the transport corporation.

CONCLUSION:

Perceived organization support can be positive if reciprocation of support and respect occurs between employer and employee. If the reciprocation does occur and the employee feels that he or she is being appreciated and respected for the work that he or she is doing, the Perceived organizational support is increased, Dean (1996).If the respect and appreciation is either not present or is not expressed adequately, then the employee may begin to harbor suspicion, which may increase organizational cynicism (Eisenberger, 1986). Organizational commitment may, at that point, be lessened; thus jeopardizing the stability of the organization. Reciprocation can include a wide array of things, such as pleasing pay and benefits, a promotion, mutual respect between employer and employee (Levy, 2013).

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